

Energy Policy Institute Strategic Startup Plan

EPI's Mission

Public policy is the result of what society and its institutions decide to do about a problem that affects the lives of its citizenry. This decision-making process is characterized as:

- collaborative;
- iterative;
- value laden;
- chaotic / messy;
- never-ending;
- non-linear;
- and full of paradoxes.

Given this definition, the Energy Policy Institute's (EPI) overall goal is to lead a comprehensive national, international, and regional dialogue on nuclear energy and other energy policy issues. The issues in this dialogue will span the range of those encountered in our consideration of the energy future of the nation, including consequences and impacts to the economy, society, natural resources, and the environment. EPI will assemble a community of interested parties, and by utilizing the latest collaborative problem-solving and decision-making methods and tools, map the values and trade-offs involved in defining and solving the nation's energy-related problems. The output of these discussions along with the research conducted under EPI's guidance will provide policy-makers, citizens, and other interested parties with relevant and timely information to guide the development of energy policy.

EPI will also be involved in educating and preparing tomorrow's leaders in the importance and application of energy policy in determining the nation's future energy mix. Students participating in the Institute's research and seminars will gain a real-life appreciation of the role that political decision-making has in energy-policy as well as the fundamental principles involved.

EPI's Vision

To be the pre-eminent energy policy institution in the United States.

EPI's Values

Independence and neutrality

Flexibility

Integrity

Creativity

Openness and transparency

Proactive

Public trust

EPI's Operating Principles

We will:

- facilitate discussions where all parties will be encouraged to consider alternative points of view.
- be conversant with all energy technologies and sources.
- be inclusive and collaborative in our work to ensure sufficient breadth and depth in order to fully define and resolve issues under the Institute's examination.
- act as a conduit, facilitating discussion and dialogue; not dictating the answer.
- share all information with the public.
- incorporate the best available science to assess and analyze potential energy technologies and their impacts relative to public policy.
- be purposeful in our choice and in the way we conduct research ensuring that it is in line with our mission and the nation's and region's priorities.

Focus Area: Infrastructure Development

Goal 1: EPI attracts, retains, and develops capable staff to accomplish its mission.

Measures:

- On-time strategic hires
- Percentage staffing actual-to-plan
- Turnover ratio
- Employee Evaluations

Strategies	Actions	Targeted Completion	Responsible Person	Others Involved
1.1 Establish EPI through selection of leadership				
	1.1.1 Identify and hire interim Associate Director under the Public Policy Center.	Q1-06	M. Blankenship, L. Bond	
	1.1.2 Issue press release and conduct press conference announcing EPI's inauguration	Q1-06	Jim Weatherby	
	1.1.3 Develop and gain approval of EPI Associate Director position plan and salary level.	Q1-06	BSU central administration	CAES steering committee
	1.1.4 Conduct Associate Director nationwide search.	Q2-06	Interim Associate Director	

Strategies	Actions	Targeted Completion	Responsible Person	Others Involved
	1.1.5 Develop MOU for joint appointments (CAES and BSU)	Q2-06	L. Bond, M. Blankenship	
	1.1.6 Hire permanent Associate Director and sign contract.	Q3-06	BSU central administration	CAES steering committee
	1.1.7 Issue press release on the hiring of permanent Associate Director	Q3-06	Jim Weatherby	
1.2 Define current and future personnel needs relative to projected programs and services				
	1.2.1 Hire/retain interim staff, faculty and graduate assistants required for first year activities	Q1-06	Interim Associate Director	
	1.2.2 Develop staffing plan based on research agenda, programs, and infrastructure needs	Q3-06	Permanent Associate Director	

Strategies	Actions	Targeted Completion	Responsible Person	Others Involved
	1.2.3 Develop position plans and salary levels for all permanent positions and gain approval.	Q3-06	Permanent Associate Director	
	1.2.4 Conduct search and identify potential candidates	Q3/Q4-06	Permanent Associate Director	
	1.2.5 Evaluate sufficiency of MOU for all positions and modify as necessary	Q3/Q4-06	L. Bond, M. Blankenship	
	1.2.6 Make offer and finalize contracts	Q1-07	Permanent Associate Director	
	1.2.7 Develop organization chart	Q3-06	Permanent Associate Director	
1.3 Evaluate and train staff				
	1.3.1 Determine policies and procedures	Q4-06	Permanent Associate Director	
	1.3.2 Assess existing employee evaluations and develop as necessary	Q4-06	Permanent Associate Director	
	1.3.3 Train staff in HR policies and procedures, etc.	Q1-07	Permanent Associate Director	

Focus Area: Infrastructure Development

Goal 2: Establish location and facilities to maintain ongoing relationships and key linkages between EPI, CAES, INL, and BSU necessary for EPI to accomplish its mission.

Measures:

- Actual-to-plan

Strategies	Actions	Targeted Completion	Responsible Person	Others Involved
2.1 Establish a physical presence in Idaho Falls and Boise to maintain productive linkages to CAES, INL, and BSU				
	2.1.1 Set-up office (including basic office infrastructure) on BSU Campus for administrative staff and faculty.	Q1-06	Interim Associate Director	
	2.1.2 Set-up remote office (including basic office infrastructure) in Idaho Falls for the Associate Director of EPI and an administrative assistant.	Q3-06	Interim Associate Director	

Strategies	Actions	Targeted Completion	Responsible Person	Others Involved
2.2 Utilize electronic collaboration tools (groupware) and infrastructure to enable geographically dispersed teams to work together and share information.				
	2.2.1 Establish EPI website to post key information for internal and external communication	Q2-06	Interim Associate Director	
	2.2.2 Assess available distance learning hardware and software	Q3-06	Interim Associate Director	
	2.2.3 Procure and install distance learning hardware and software for Idaho Falls and Boise office locations.	Q4-06	Permanent Associate Director	
	2.2.4 Train staff and faculty in distance learning software.	Q4-06	Permanent Associate Director	

Focus Area: Operations

Goal 3: Develop and execute a research agenda that will provide relevant and timely information for the purpose of creating a dialogue among relevant policy issue networks.

Measures:

- Percent agenda areas covered
- Number of publications

Strategies	Actions	Targeted Completion	Responsible Person	Others Involved
3.1 Establish EPI by producing and presenting first research paper				
	3.1.1 Identify research area or topic and write abstract	Q1-06	Interim Associate Director	INL / CAES members, graduate research assistant
	3.1.2 Perform research and write paper	Q2-06	Interim Associate Director	INL / CAES members, graduate research assistant
	3.1.3 Present paper at national conference	Q3-06	Interim Associate Director	INL / CAES members, graduate research assistant
3.2 Identify energy policy issue areas in order of priority				
	3.2.1 Conduct energy policy seminar to identify potential energy policy issue areas.	Q2/Q3-06	Dr. John Freemuth	Energy Policy Seminar participants

Strategies	Actions	Targeted Completion	Responsible Person	Others Involved
	3.2.2 Conduct workshops and surveys with citizens, policy-makers, and other interested parties to establish a priority of relevant energy policy issue areas and to establish a baseline of public perceptions and attitudes.	Q4-06	Permanent Associate Director	Potentially with Energy Policy Seminar participants
3.3 Form strategic partnerships with other institutes and entities with expertise and interests required to establish and execute EPI's research agenda.				
	3.3.1 Expand and finalize current benchmarking study of other energy policy institutes to identify their capabilities and expertise.	Q2-06	Mike Louis	

Strategies	Actions	Targeted Completion	Responsible Person	Others Involved
	3.3.2 Identify other potential entities and interest groups who would participate in EPI sponsored policy issue networks and events.	Q2-06	Interim Associate Director	
	3.3.3 Perform initial meetings with organizations that are synergistic with high priority issue areas and establish parameters of partnerships	Q1-07	Permanent Associate Director	
	3.3.4 Identify potential research areas and projects to establish EPI's research agenda.	Q1-07	Permanent Associate Director	

Focus Area: Operations

Goal 4: Develop and execute a workshop and conference schedule that incorporates research done by EPI and by EPI's strategic partners that facilitates stakeholder dialogue and problem solving.

Measures:

- Schedule actual-to-plan
- Seminar/Conference feedback and evaluations

Strategies	Actions	Targeted Completion	Responsible Person	Others Involved
4.1 Establish EPI by conducting first conference				
	4.1.1 Identify conference topic and theme	Q4-06	Permanent Associate Director	Potentially Andrus Center, CAES
	4.1.2 Advertise a call for papers and presentations	Q4-06	Permanent Associate Director	Potentially Andrus Center
	4.1.3 Identify conference participants	Q1-07	Permanent Associate Director	Potentially Andrus Center, CAES
	4.1.4 Conduct conference	Q3-07	Permanent Associate Director	Potentially Andrus Center
4.2 Develop a conference / workshop schedule				
	4.2.1 Using research agenda and issue networks, identify potential conference / workshop topics	Q4-07	Permanent Associate Director	Policy issue network members
	4.2.2 Develop conference / workshop schedule	Q1-08	Permanent Associate Director	

Focus Area: Operations

Goal 5: Develop and execute graduate classes/seminars that will educate tomorrow's energy leaders in the role of Public Policy.

Measures:

- Schedule actual-to-plan
- Class feedback and evaluations

Strategies	Actions	Targeted Completion	Responsible Person	Others Involved
5.1 Incorporate public policy curriculum and classes into CAES 2+2 program				
	5.1.1 Assess and identify public policy education gaps in CAES 2+2 core curriculum	Q2-06	Interim Associate Director	Mike Lineberry, BSU Dept. of Public Policy & Admin. Chair
	5.1.2 Develop policy seminars and classes to be incorporated into CAES 2+2 curriculum	Q2-06	Interim Associate Director	Mike Lineberry, BSU Dept. of Public Policy & Admin. Chair

Focus Area: Funding

Goal 6: Obtain funding sources that will allow EPI to be self-sustaining

Measures:

- Increased revenue
- Balanced budget
- Budget-to-actual
- Increase diversity of funding sources
- Grant compliance
- Secure hard funding

Strategies	Actions	Targeted Completion	Responsible Person	Others Involved
6.1 Secure short-term (year-1) funding necessary for the establishment of the Institute				
	6.1.1 Develop budget for first year planned activities	Q1-06	Interim Associate Director	
	6.1.2 Roll-over previous FY 2005 budget to fund first year activities.	Q1-06	Leonard Bond	
	6.1.3 Identify other possible funding sources or prioritize activities to meet first year budget.	Q1-06	Interim Associate Director	
6.2 Secure long term funding sources				

Strategies	Actions	Targeted Completion	Responsible Person	Others Involved
	6.2.1 Develop a five year rolling budget.	Q3 every year.	Interim Associate Director	
	6.2.2 Assess and reconcile status of congressional earmark.	Q3-06	Permanent Associate Director	
	6.2.3 Assess availability of both hard and soft funding sources.	Q3-06	Permanent Associate Director	
	6.2.4 Make determination of hard vs. soft funding sources for each expense category.	Q3-06	Leonard Bond, BSU central administration	
	6.2.5 Secure hard funding	Q4 every year	Permanent Associate Director	
	6.2.6 Identify and secure soft funding.	ongoing	Permanent Associate Director	